

Don't become the EEOC's next press release



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The EEOC Strategic Enforcement Plan

Nationwide Priorities

1. Eliminating systemic barriers in recruitment and hiring

barriers:
- exclusionary policies & practices
- steering individuals into jobs based on protected characteristics

groups affected:
- racial & ethnic minorities
- older workers
- women
- individuals with disabilities

- restrictive application processes
- use of screening tools with adverse impact

2. Protecting immigrant, migrant and other vulnerable workers

areas to target:
- disparate pay
- job segregation
- harassment
- trafficking
- discriminatory language policies

why?
vulnerable workers may be unaware of their rights under equal employment laws, or be reluctant or unable to exercise them

3. Address emerging issues

issue #1 - ADA AA
- coverage issues
- proper application of ADA defenses
- undue hardship
- direct threat
- business necessity

issue #2 - LGBT
- coverage under Title VII provisions

issue #3 - Pregnancy
- women forced onto unpaid leave after being denied accommodations

4. Preserving access to the legal system

barriers:
policies & practices intended to discourage or prohibit the exercise of rights under discrimination statutes, or impede EEOC investigation

policies:
- retaliatory actions
- overly broad waivers
- settlements prohibiting filing EEOC charges
- failure to retain records required by EEOC regs

5. Combating harassment

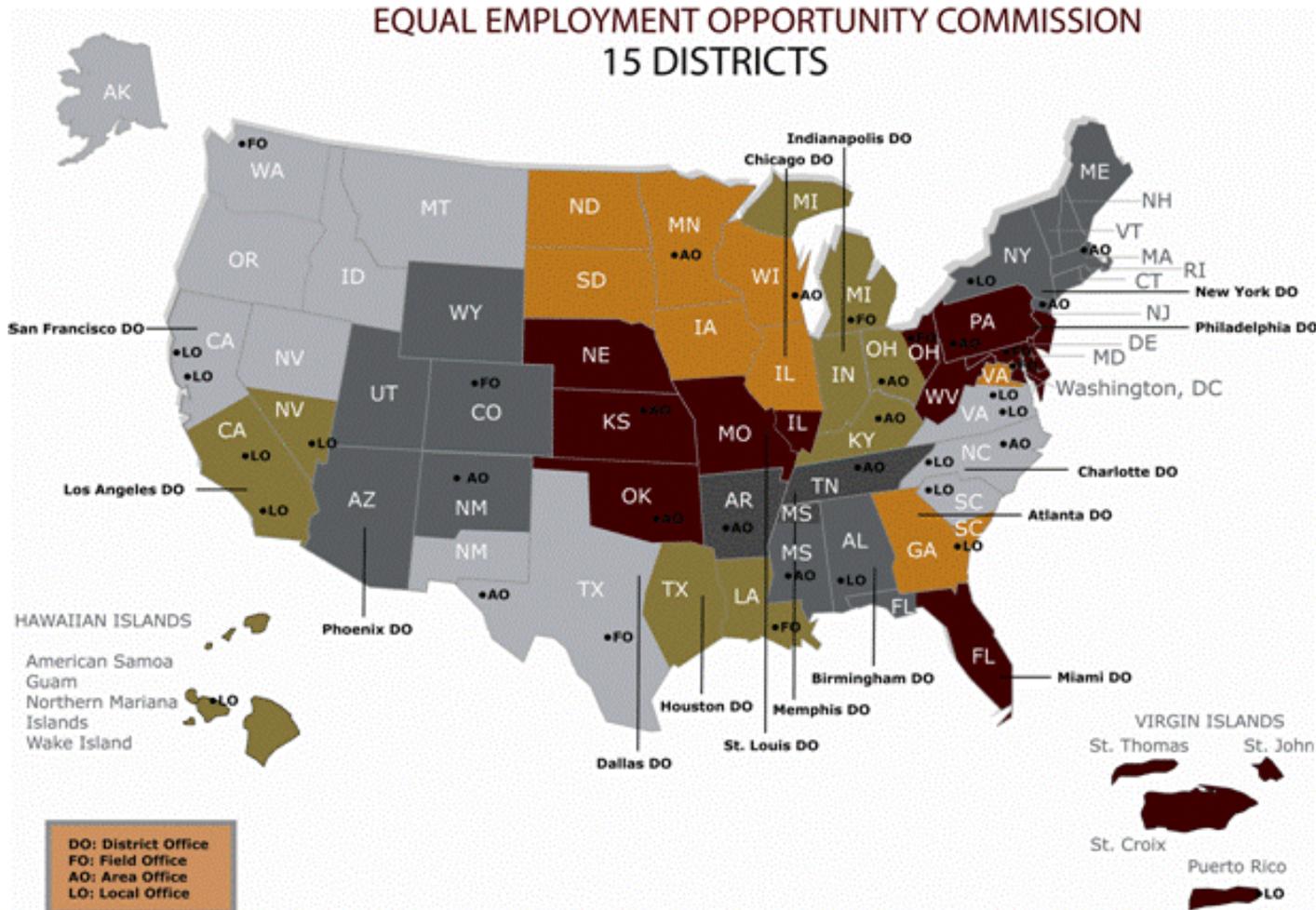
basis for harassment:
- race - sex
- color - age
- ethnicity - disability
- religion

what to do:
- re-evaluate strategies
- national education & outreach campaign
- employees
- employers

What's in your "backpack" ?



EEOC carries out its work through its headquarters offices in Washington, D.C. and through 53 field offices serving every part of the nation. (with only 2200 employees)



EEOC issues Fiscal Year 2013 performance report

- The EEOC received a total of 93,727 private-sector charges of discrimination in 2013
a 6,000-charge decrease from the prior 3 fiscal years.
- A total of 97,252 charges were resolved, nearly 14,000 fewer than in FY 2012, *likely due to a decline in staffing and resources.*
- The EEOC obtained a record \$372.1 million in monetary relief for victims of private sector workplace discrimination, *\$6.7 million more than was recovered last year and the highest level obtained in the agency's history.*

Find the complete report at <http://l.usa.gov/l djyH29>.



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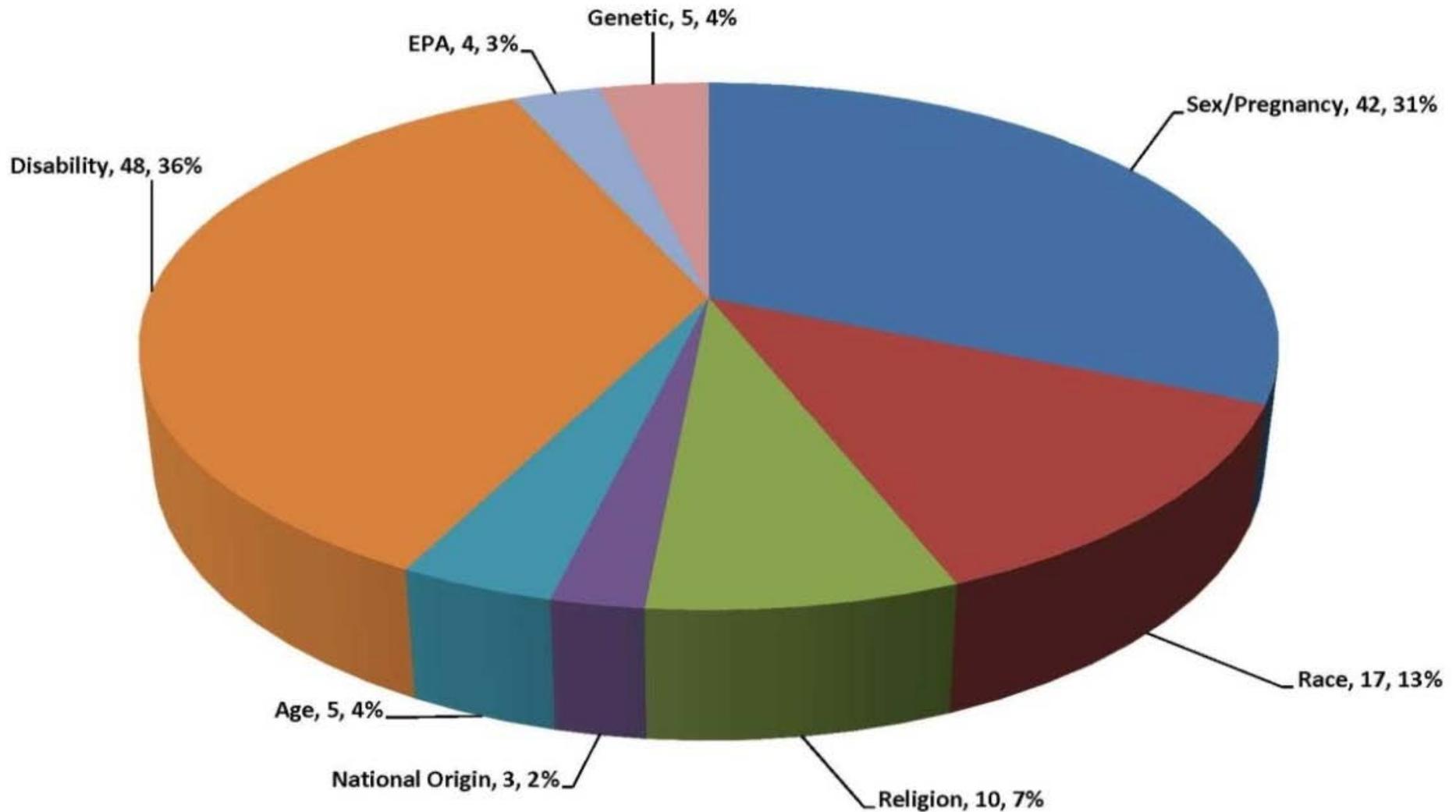
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134 lawsuits in FY 2013

Equal Employment Opportunity Commission 15 Districts



EEOC Cases Filed By All Discrimination Types – FY 2013



● Emerging Trends

Including:

- EEOC Strategic Enforcement Plan
- Worksite Wellness Initiatives
- Gender Stereotyping
- Social Media
- New forms of Retaliation & Harassment



Survey Question:

Over the past 12 months,
has your client
focused more effort on
retaliation prevention?

- A. Yes
- B. No
- C. I'm not sure



Top EEO Risk Area - Retaliation

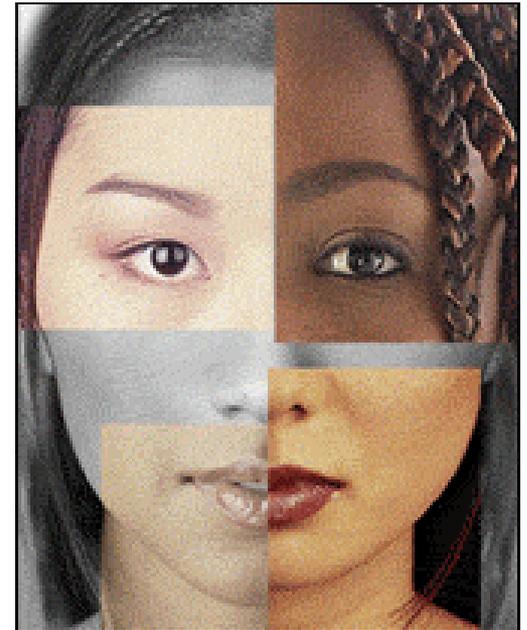
- **EEOC Charge Stats:** 37,836 retaliation charges received in 2012, forming 38.1% of all charges. *For third year running, the #1 most common basis for an EEO charge!*
- The underlying claim of harassment or discrimination doesn't need to be proved.

Most managers and supervisors don't understand retaliation risks!



Race is still the #1 Substantive Issue

- Race still the top substantive issue- - present in **33.7%** of all EEOC charges – and trails only retaliation as most commonly cited basis.



Sex Discrimination and Harassment

- Last year saw 30,356 sex discrimination charges, up over 6% from 2011.
 - more men are filing sex harassment charges
(up from 16.1% in 2011 to 17.8% in 2012.)
- There were 7,571 sexual harassment charges filed with the EEOC and state & local FEP agencies in 2012, **but**
- the total number of charges filed alleging any kind of harassment were **21,088**

Only ~1/3 of harassment charges are based on alleged sexual harassment!



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Usage Statistics

| | |
|-----------------|------------|
| Total Users | 19,179,231 |
| New Users Today | 5,242 |
| Traps Reported | 6,622,181 |
| New Traps Today | 1,899 |

In The News



"Think of it as a community based high-tech early warning system" [Continue](#)



"Essentially a cell-phone social network that allows motorists to hook up with one another" [Continue](#)

How Does It Work?



Users submit speed traps, enforcement cameras, and road hazards, that then alert all Trapster users in the area. A high-tech version of flashing your headlights to alert drivers of potential road hazards.

[View Demo](#)

EEOC Strategic Enforcement Plan (SEP)

Nationwide Priorities:

- 1. Eliminating systemic barriers in recruitment and hiring.*
- 2. Protecting Immigrant, migrant, and other vulnerable workers*
- 3. Addressing Emerging Issues*
- 4. Enforcing the Equal Pay Laws*
- 5. Preserving Access to the Legal System*
- 6. Combating Harassment*



I. Eliminating Barriers in Recruitment and Hiring

Barriers:

- Exclusionary practices and policies
- Steering individuals into jobs based on protected category
- Restrictive application processes
- Use of screening tools with adverse impact



Criminal Background Checks

- Why is the Commission interested in this?
 - Using blanket policies may adversely impact certain protected groups
 - Reports contain errors
 - http://www.eeoc.gov/laws/guidance/arrest_conviction.cfm
- Disparate Treatment
- Adverse Impact:



Criminal Background Checks

- Must show “job relatedness” and “consistent with business necessity” (*Green v Missouri Pacific Railroad*)
- Some level of risk is inevitable in all hiring. It’s ultimately about risk management
- Must accurately distinguish between those applicants who pose an unacceptable risk and those who do not (*be careful of blanket exclusions*)

Criminal Background Checks

Two circumstances where employers will meet “job relatedness” and “consistent with business necessity”

- The employer validates the criminal conduct screen for the position in question
- The employer is considering at least:
 - the nature of the crime,
 - the time elapsed, and
 - the nature of the job ,

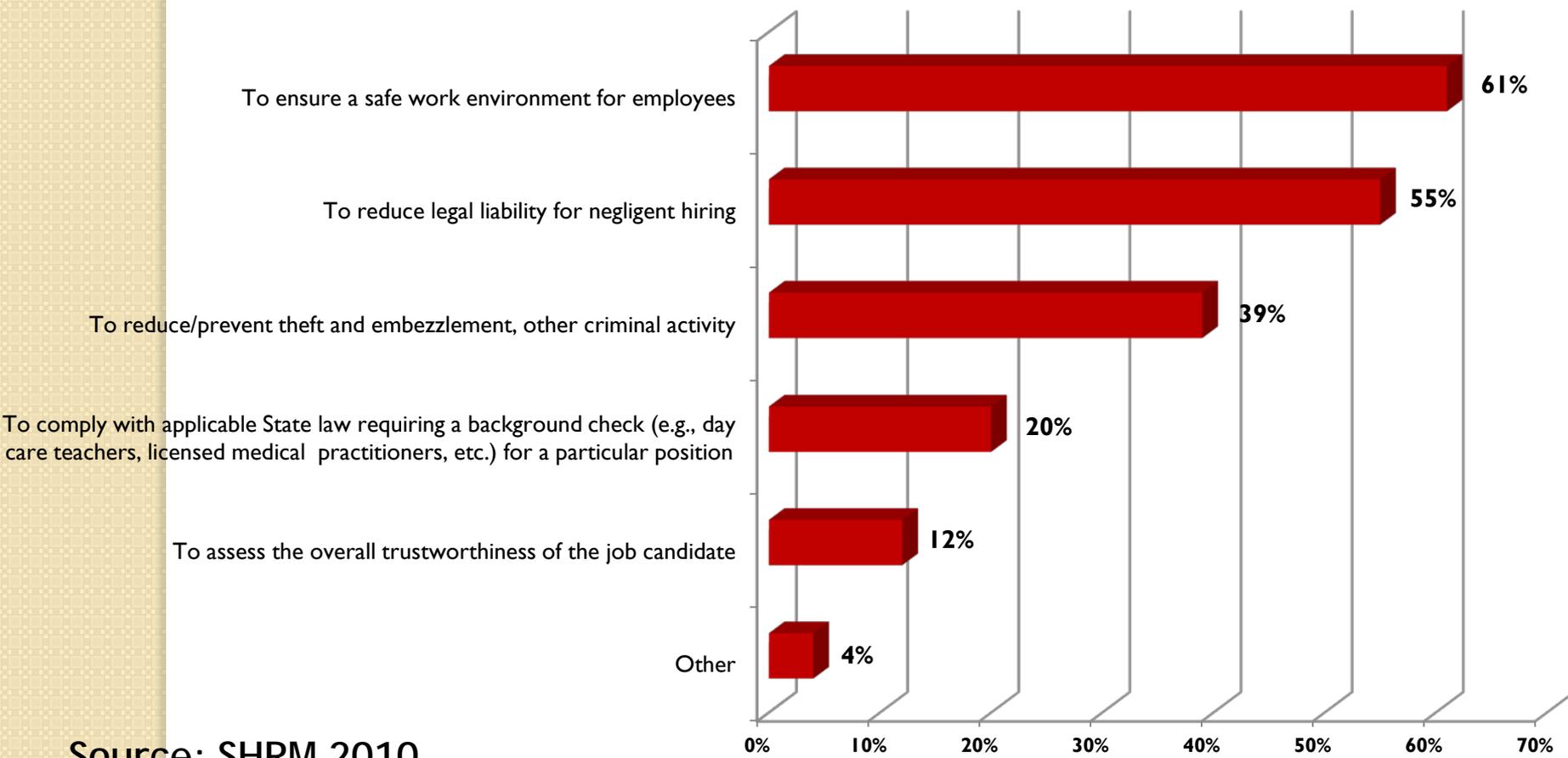


Arrests: Not Convictions

- An arrest does not establish that criminal conduct has occurred
- An arrest should not be the reason for the employment decision
- Deferred Adjudication is also **NOT** a conviction!



Top reasons employers use CRIMINAL BACKGROUND CHECKS



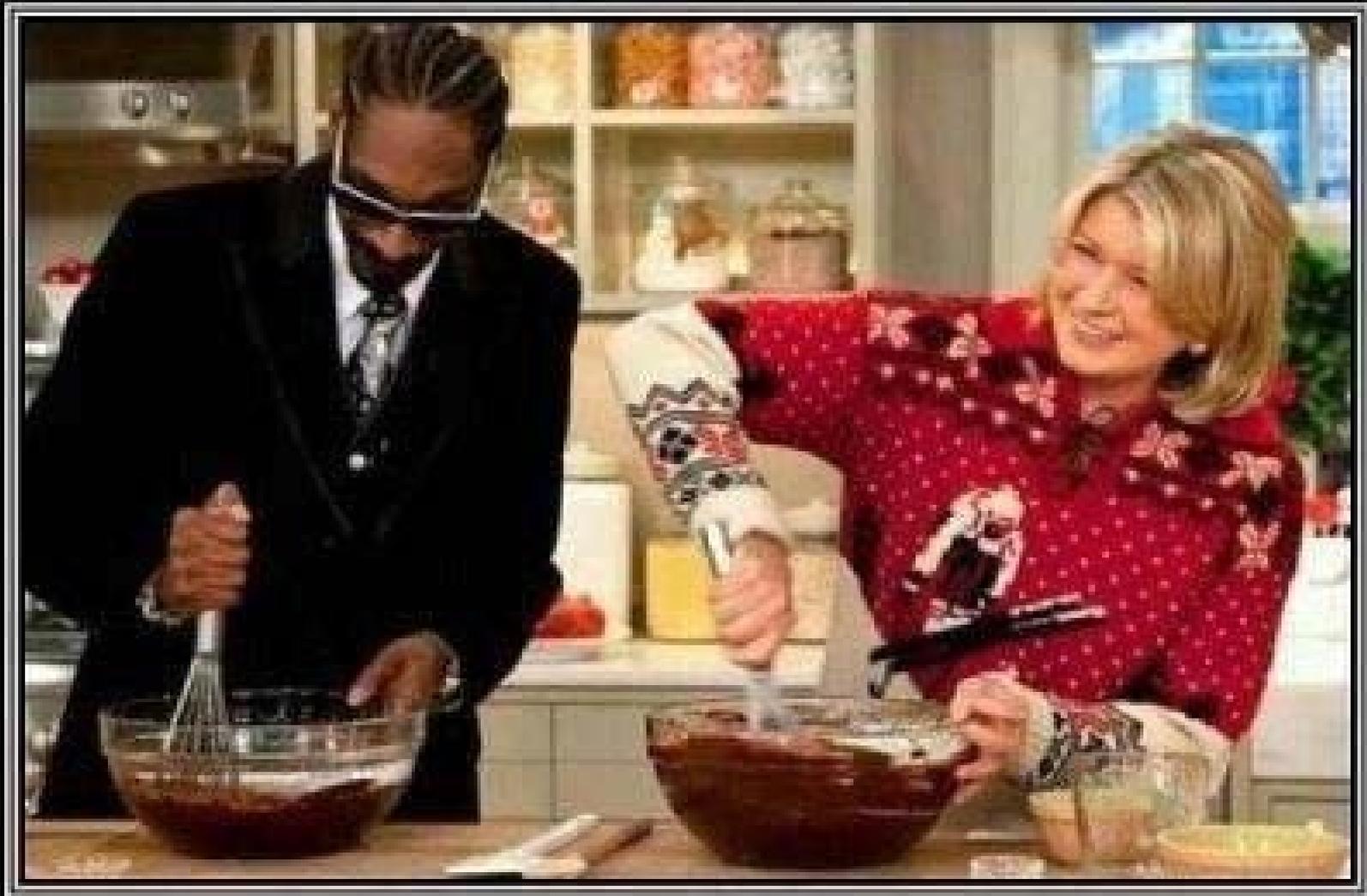
Source: SHRM 2010

CRIMINAL BACKGROUND CHECKS WHY DOES THE EEOC CARE??

Because they lead to discrimination based on
RACE or **NATIONAL ORIGIN**

This happens in two ways:

- Disparate Treatment
- Disparate Impact



BE MINDFUL ABOUT STEREOTYPES!

ONLY ONE OF THEM IS A CONVICTED FELON.

DISPARATE IMPACT

Criminal Background Screening

- **Step 1**: Did the policy disproportionately (even if unintentionally) screen out applicants based on race, national origin or another protected factor?
- **Step 2**: Is the exclusion job-related and is there a business need related to **the job in question?**



Common Inaccuracies in Criminal Records

Wrong Person

Multiple Reports of the Same Incident

Uncorrected Identity Theft

Arrests Dropped For Innocence

Expunged Records Still Appear

**“Do Not Apply
with Any
Misdemeanors/Felonies”**

“No Arrests”

**“No Felonies
or
Misdemeanors
Allowed”**

**BLANKET
BANS**

“CLEAN RECORDS”

“Spotless Criminal History”

**“Must Not Have Any
Convictions.
PERIOD.”**

**“No Misdemeanors
No Felonies”**

Background Checks (best practices)

- *Eliminate policies or practices that exclude people from employment based on any criminal record.*
- *Train decision makers about Title VII and its prohibition on employment discrimination.*
- *Develop a Policy*

2. Protecting Immigrant, Migrant and Other Vulnerable Workers

Target:

- Disparate pay
- Job segregation
- Harassment
- Human Trafficking
- Discriminatory Language Policies



Veterans: Employment

- As of 2011, there were 21.6 million veterans in the U.S.
- 2.4 million veterans have served during the Gulf War II period. 17% of these veterans are women.
- As of the end of Fiscal Year 2011, Gulf War II veterans are experiencing significant unemployment rates:
Example: 18-24 year old male Gulf War II vets: 29%
(non-vet males of same age: 17%)
- Unemployment rates for veterans generally – about 8%



Veterans: Disabilities

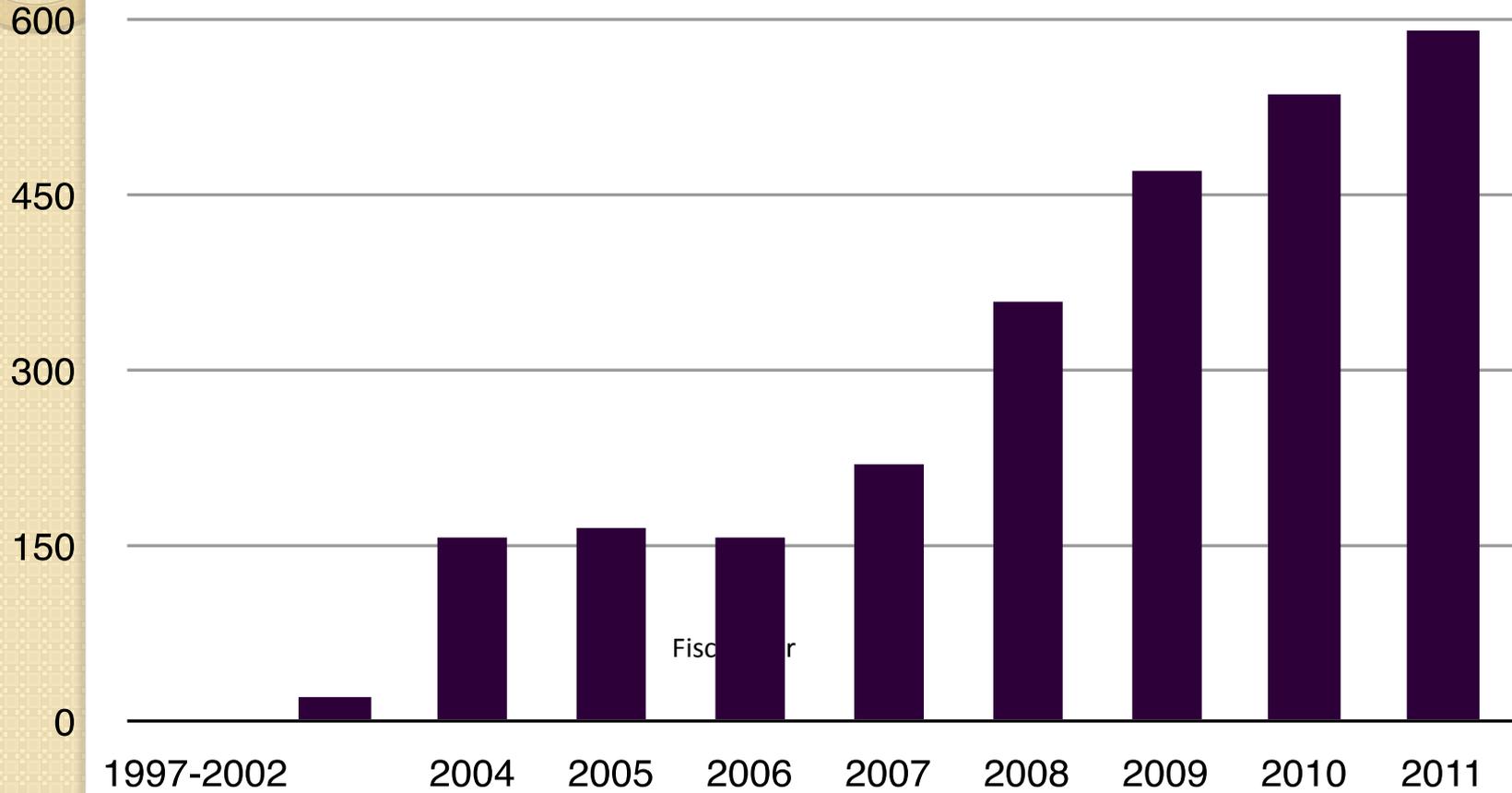
- Gulf War Veterans are more likely to report a service-connected disability than other veterans (26% versus 14% for all veterans) About 3 million veterans have service-connected disabilities.
- Unemployment rates for all veterans – those with disabilities and those without – are about the same – about 8%.
- Unemployment rates for Gulf War II veterans with and without disabilities are about the same – about 12%.

Post-Traumatic Stress Disorder & Traumatic Brain Injury

- Approximately 5000 combat deaths Iraq and Afghanistan
- 30,000 suicides each year – 20% veterans
- State of Minnesota study of returning Guard troops:
 - 25% ran red lights
 - 25% drove down center of road
- DOD lists approximately 32,000 casualties (Iraq/Afghanistan)
- 2008 study - 300,000 vets with PTSD and 320,000 vets with Traumatic Brain Injury
- VA estimates approximately 400,000 vets Iraq/Afghanistan have PTSD
- PTSD: Vietnam = 30%, Iraq/Afghanistan = 20%
- 19% of soldiers Iraq/Afghanistan sustained brain injury from explosive device
- Limited Traumatic Brain Injury is not the result of overt trauma, and the soldier may not even be aware of the injury
- Limited Traumatic Brain Injury and PTSD exhibit similar symptoms

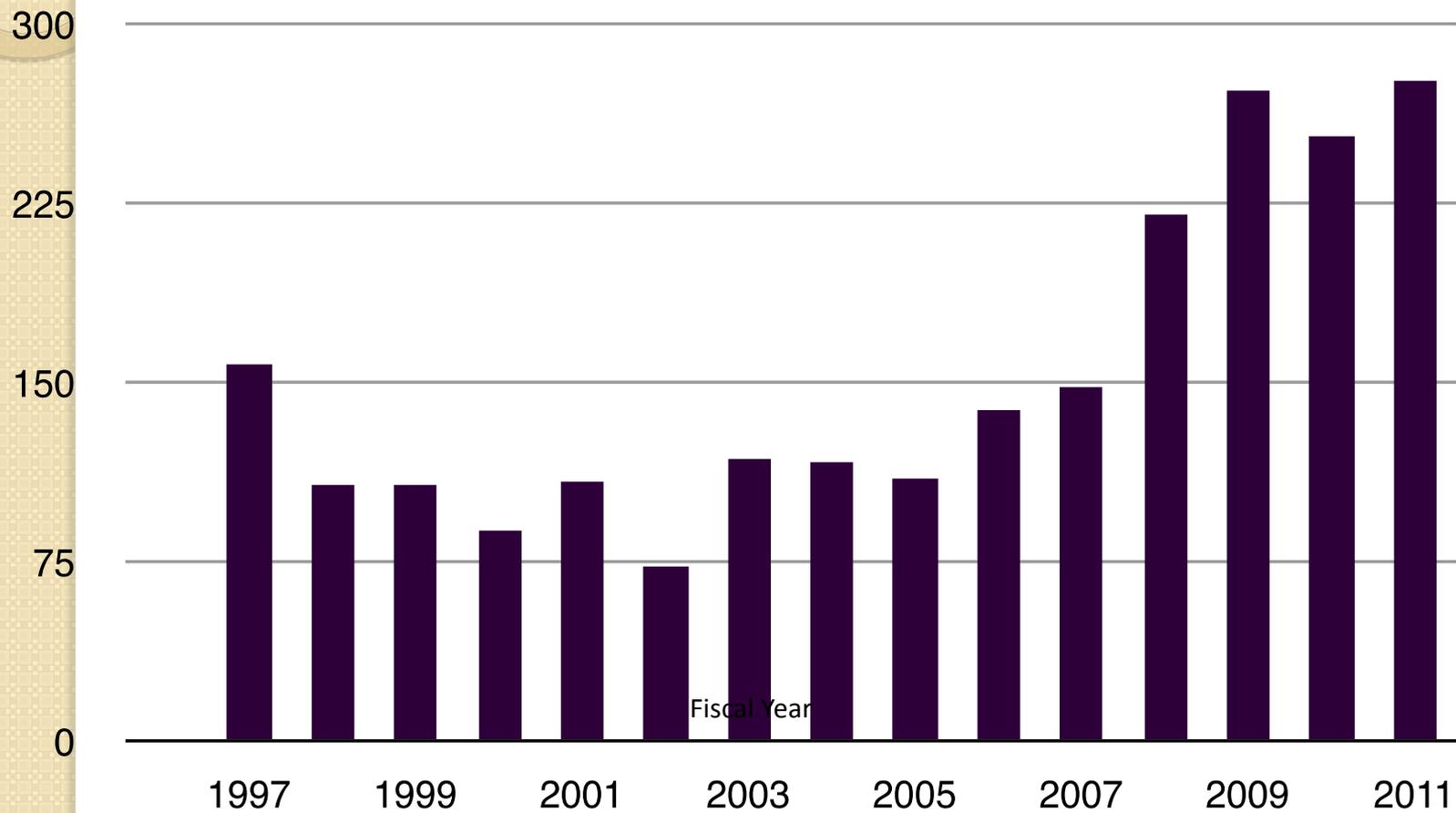
EEOC Charge Statistics

PTSD



EEOC Charge Statistics

TBI



Post-Traumatic Stress Disorder & Traumatic Brain Injury

- **Possible Symptoms:**

- Short-term memory loss
- Lack of concentration
- Trembling
- Irritability
- Restlessness
- Sensitivity to noise
- Heightened sense of suspicion

- **Possible Accommodations:**

- More written instructions
- More reminders
- Organizers
- Allow to tape meetings
- Reduce distractions
- Allow I-pod/MP3 Player
- Natural light
- Break large assignments into smaller ones
- **Not an exhaustive list** (see *Accommodating Employees with PTSD and Accommodating Employees with TBI, Office of Disability Employment Policy, Veterans' Employment and Training Service*)



“Presumed PTSD”

Veterans advocacy organizations and media reports have indicated a bias against veterans in the form of a presumption that they have mental health issues, such as PTSD.

3. Emerging Issues

- Issue 1- ADAAA
- Issue 2- LGBT Coverage
 - Coverage under Title VII provisions—sex stereotype analysis
- Issue 3 – Pregnancy
 - Intersection of the ADAAA’s new coverage implications and the Pregnancy Discrimination Act



The message from Congress and the EEOC for business couldn't be any clearer:

Stop focusing on whether someone is disabled and focus on the potential discrimination and reasonable accommodation

Equal Employment Opportunity is
THE LAW

Private Employers, State and Local Governments, Educational Institutions, Employment Agencies and Labor Organizations

Applicants and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations are protected under Federal law from discrimination on the following bases:

RACE, COLOR, RELIGION, SEX, NATIONAL ORIGIN

Title VII of the Civil Rights Act of 1964, as amended, prohibits applicants and employees from discrimination in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment, on the basis of race, color, religion, sex (including pregnancy), or national origin. Religious discrimination includes failing to reasonably accommodate an employee's religious practices where the accommodation does not impose undue hardship.

DISABILITY

Title I and Title V of the Americans with Disabilities Act of 1991, as amended, protect qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Title I also prohibits retaliation against an individual with a disability who has applied for employment, has filed a complaint, or is otherwise protected under the law.

AGE

The Age Discrimination in Employment Act of 1967, as amended, prohibits private employers and employers of government contractors from discriminating, based on age, in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment.

SEX (PREGNANT)

In addition to sex discrimination prohibited by Title VII of the Civil Rights Act, as amended, the Equal Pay Act of 1963, as amended, prohibits sex discrimination in the payment of wages to men and women performing substantially equal work in jobs that require equal skill, effort, and responsibility under similar working conditions, in the same establishment.

GENETICS

Title II of the Genetic Information Nondiscrimination Act of 2008 prohibits applicants and employees from discrimination based on genetic information in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Title II also restricts employer acquisition of genetic information and strictly limits disclosure of genetic information. Genetic information includes information about genetic tests of applicants, employees, or their family members; the manifestation of disease or disorders in family members; family medical history; and requests or receipt of genetic services by applicants, employees, or their family members.

RETALIATION

All of these Federal laws prohibit covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise asserts an individual employment practice.

WHAT TO DO IF YOU BELIEVE DISCRIMINATION HAS OCCURRED

There are strict time limits for filing charges of employment discrimination. To preserve the ability of EEOC to act on your behalf and to protect your right to file a private lawsuit, should you ultimately decide, you should contact EEOC promptly after discrimination is suspected.

The U.S. Equal Employment Opportunity Commission (EEOC), 1400 IOWA AVENUE, SUITE 500, WASHINGTON, D.C. 20512, is available to individuals with hearing impairments. EEOC also offers information in accessible formats on its website at www.eeoc.gov or in our telephone directory in the U.S. Government or Federal Government section. Additional information about EEOC, including information about charge filing, is available at www.eeoc.gov.

Leave as a Reasonable Accommodation

- Why is the Commission interested in this?
 - How does an employer look at intermittent or indefinite leave under the ADA?
 - *FMLA v ADAAA (rigid v adaptable)*
 - Current Guidance:



Leave as a Reasonable Accommodation

- Undue Hardship Considerations



- i. the nature & cost of the accommodation;
- ii. the overall financial resources
- iii. the overall size of the business of a covered
- iv. the type of operation or operations

Leave as a Reasonable Accommodation

- Undue Hardship Considerations
 - v. “[t]he Impact of the accommodation upon the operation of the facility, including the impact on the ability of other employees to perform their duties and the impact on the facility’s ability to conduct business.” 29 C.F.R. 1630.2(P)(2)(v).
- *Future guidance may address this issue*
- Don’t draw arbitrary lines in the sand



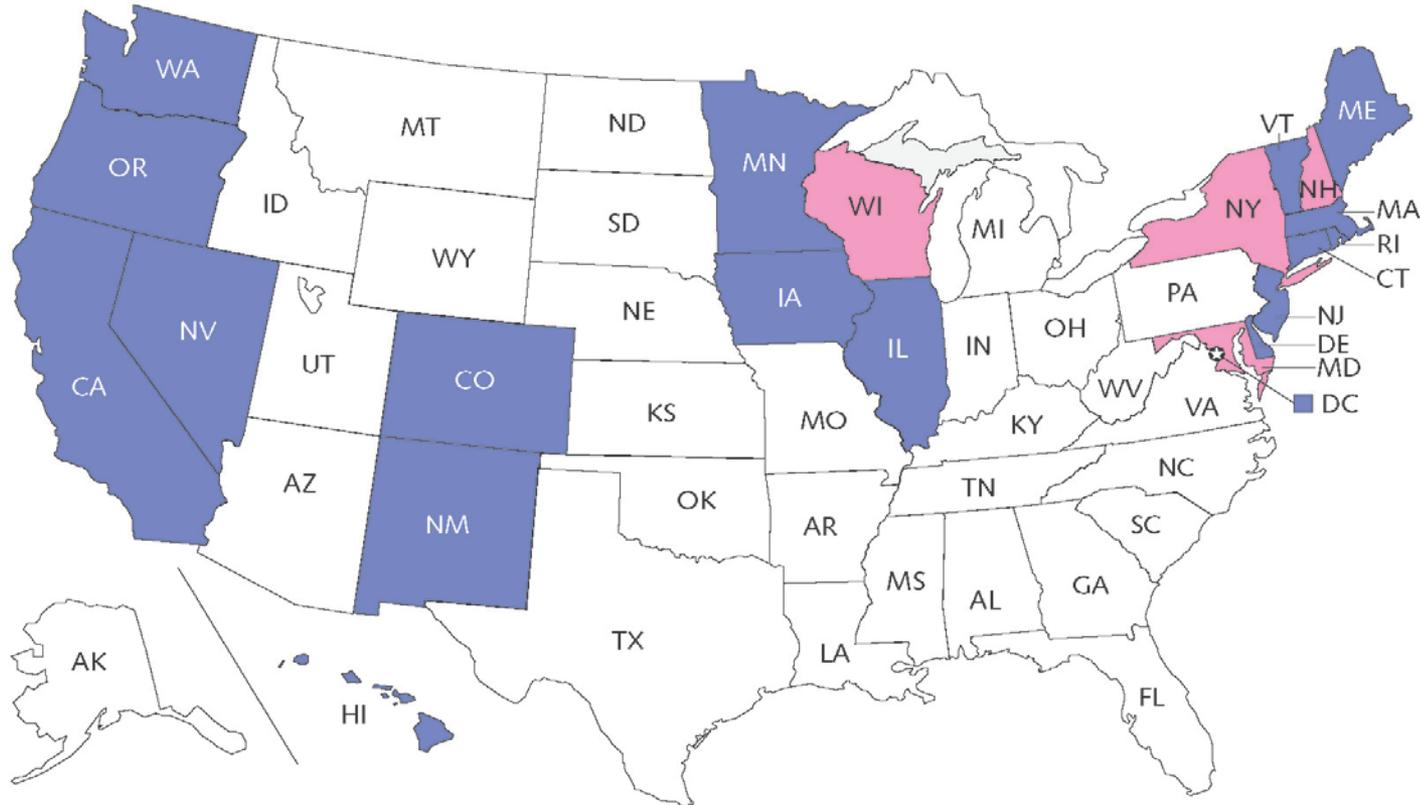
LGBT Coverage

New area of enforcement for the EEOC
-to conform sex coverage to other forms
of coverage: e.g., Race, National Origin, Age,
Disability, and Religion



State Nondiscrimination Laws in the U.S.

This map was last updated on June 21, 2013



States banning discrimination based on sexual orientation and gender identity/expression (17 states and the District of Columbia)
Minnesota (1993); Rhode Island (1995, 2001)¹; New Mexico (2003); California (1992, 2003)¹; District of Columbia (1977, 2005)¹; Illinois (2005); Maine (2005); Hawaii (1991, 2005, 2006, 2011)²; New Jersey (1992, 2006)¹; Washington (2006); Iowa (2007); Oregon (2007); Vermont (1992, 2007)¹; Colorado (2007); Connecticut (1991, 2011)¹; Nevada (1999, 2011)¹; Massachusetts (1989, 2011)¹; Delaware (2009, 2013)¹

Laws banning discrimination based on sexual orientation (4 states)
Wisconsin (1982); New Hampshire (1997); Maryland (2001); New York (2002)

¹California, Connecticut, Delaware, DC, New Jersey, Massachusetts, Nevada, Rhode Island and Vermont first passed sexual orientation nondiscrimination laws, then later passed gender identity/expression laws.

²In 1991, Hawaii enacted a law prohibiting sexual orientation discrimination in employment. In 2005, it enacted a law prohibiting sexual orientation and gender identity/expression discrimination in housing. In 2006, public accommodations protections were added for sexual orientation and gender identity/expression. In 2011, gender identity was added to the employment discrimination law.



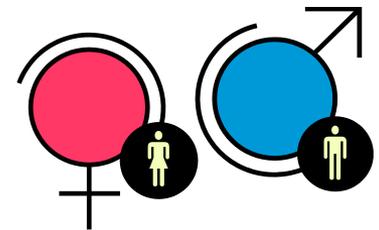
Gender Stereotyping

- In *Price Waterhouse v. Hopkins*, 490 U.S. 228 (1989), the Supreme Court found that actions taken because of sex stereotyping are actions made on the basis of gender and therefore violate Title VII.

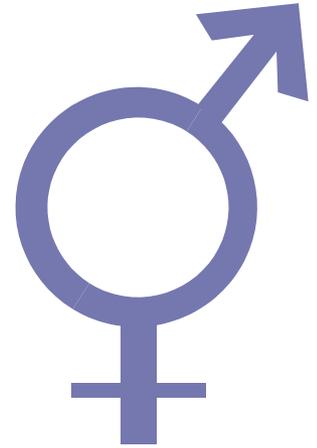


Gender Stereotyping

- The EEOC takes the position that transgender discrimination is sex discrimination because it is based on gender stereotyping
- May be helpful to review these policies:
 - Harassment
 - Codes of conduct
 - Dress codes and appearance standards
 - Background and security clearance
 - Changing ID cards, names, personnel records
 - Non-disclosure of medical information
 - The use of restrooms, locker rooms and other gender-specific facilities



Transgender Coverage



- Sex discrimination claim exists if the employer discriminates...
- because the individual has expressed gender in a non-stereotypical fashion
- out of discomfort because the person has transitioned or is in the process of transitioning;
- because the employer simply does not like that the person is identifying as a transgender person

**Macy v. Holder, EEOC Appeal No. 0120120821 (April 20, 2012)*

Frequently Asked Questions

Q) Is a transgender individual required to inform an employer or prospective employer about his or her birth gender?

A) **No.** *Possible Exception: security clearance*

What about bathrooms?



- Access to adequate sanitary facilities required for all employees
- Once transitioning employees begin living and working full-time in the gender that reflects his or her gender identity, employers should allow access to restrooms and (if provided to other employees) locker room facilities consistent with his or her gender identity.

Changes to Enforcement of the Pregnancy Discrimination Act

PDA keys on the ADA for accommodations

Because the ADAAA provides far broader coverage now, PDA coverage is extended

Pregnant women whose pregnancies pose limitations now covered in addition to women with pregnancy complications

4. Enforcing Equal Pay Laws

The next
Equal Pay Day
is April 9, 2014.

National Committee on Pay Equity

[Equal Pay Day Kit](#) Equal Pay Day

The next Equal Pay Day is Tuesday, April 14, 2015. This date symbolizes how far into 2014 women must work to earn what men earned in 2013.

Equal Pay Day was originated by the National Committee on

\$ Next Equal Pay Day:
Tuesday,
April 14, 2015 **\$**

**Wear RED on Equal Pay Day
to symbolize how far women
and minorities are "in the red" with
their pay!**



5. Preserving Access to the Legal System

Equal Employment Opportunity is **THE LAW**

Private Employers, State and Local Governments, Educational Institutions, Employment Agencies and Labor Organizations
Applicants and employees of most private employers, state and local governments, educational institutions, employment agencies and labor organizations are protected under Federal law from discrimination on the following bases:

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DISABILITY

Title I and Title V of the Americans with Disabilities Act of 1990, as amended, protect qualified individuals from discrimination on the basis of disability in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment. Disability discrimination includes not making reasonable accommodations in the home, physical or social conditions of an otherwise-qualified individual with a disability who is an applicant or employee, leaving under hardship.

AGE

The Age Discrimination in Employment Act of 1967, as amended, protects applicants and employees 40 years of age or older from discrimination based on age in hiring, promotion, discharge, pay, fringe benefits, job training, classification, referral, and other aspects of employment.

SEX (WAGES)

In addition to sex discrimination prohibited by Title VII of the Civil Rights Act, as amended, the Equal Pay Act of 1963, as amended, prohibits sex discrimination in the payment of wages to women and men performing substantially equal work, in jobs that require equal skill, effort, and responsibility, under similar working conditions, in the same establishment.

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RETALIATION

All of these Federal laws prohibit covered entities from retaliating against a person who files a charge of discrimination, participates in a discrimination proceeding, or otherwise opposes an unlawful employment practice.

WHAT TO DO IF YOU BELIEVE DISCRIMINATION HAS OCCURRED

There are strict time limits for filing charges of employment discrimination. To preserve the ability of EEOC to act on your behalf and to protect your right to file a private lawsuit, should you ultimately need to, you should contact EEOC promptly when discrimination is suspected. The U.S. Equal Employment Opportunity Commission (EEOC), 1406660-4000 (toll-free) or 1406660-4000 (toll-free TTY number for individuals with hearing impairments). EEOC's toll-free information is available at www.eeoc.gov or in most telephone directories in the U.S. Government or Federal Government sections. Additional information about EEOC, including information about charge filing, is available at www.eeoc.gov.

Policies or practices that:

- are retaliatory
- require overly broad waivers
- require settlements that prohibit filing with the EEOC or cooperating with our investigations or prosecutions
- result in record keeping violations



6. Preventing Workplace Harassment Through Systemic Enforcement and Targeted Outreach

Harassment is unwelcome verbal or physical conduct—usually it is severe and pervasive

- It is not simply teasing,
- offhand comments, or
- Minor isolated incidents

Best practice: Implement a general harassment policy in addition to your sexual harassment policy



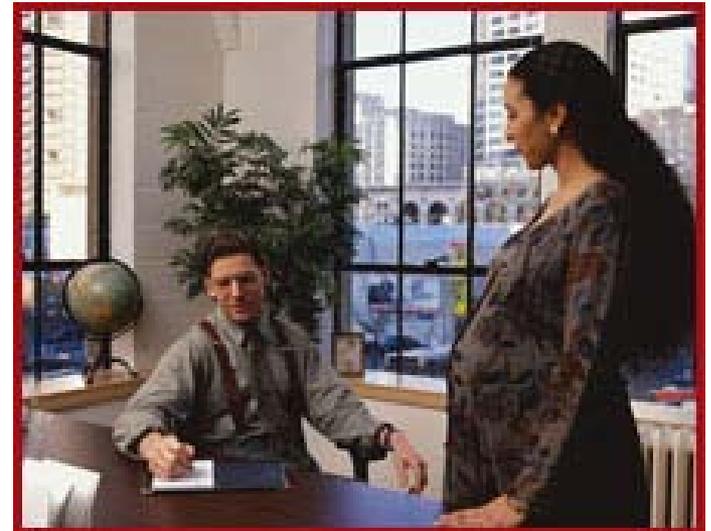
Caregiver Discrimination

- Caregivers care for children, the elderly or people with disabilities
- Women comprise approximately 50% of the U.S. workforce, and women with small children are twice as likely to be employed as they were thirty years ago
- Women are denied hiring or denied promotions because employers assume a woman with caregiving responsibilities will not be reliable on the job
- *The assumption is: with women, it's family first and career second, and with men, it's career first and family second*

Caregiver Discrimination

(Motherhood Penalty)

- **Motherhood penalty** - when controlling for qualifications, childless women and fathers are generally rated significantly higher than mothers on competency, work commitment, promotability, and hiring recommendations.



Wellness Programs

- An employee wellness program, also called a “worksites wellness program,” promotes & supports the health, safety, & well-being of employees.

Wellness Program Risks

- Required medical exams
- Asking disability- or GINA-related questions
- Penalties/Incentives for participation
- Women, people over forty more likely to have more health problems
- Racial minorities more prone to obesity, diabetes, and hypertension
- All implicate disparate treatment/impact concerns

The Digital Age

Welcome to the Virtual World
of:

- **“Friends”**: Facebook & Instagram
 - Mostly social, but growing business network
- **“Connections”**: LinkedIn
 - “Facebook in a suit”
- **“ Followers”**: Twitter
 - Instant messaging on steroids



Why employers Google ...

To ensure the best fit between the applicant and the organization

To find candidates with characteristics that will maximize work productivity and minimize costs and liability



EEOC
Training Institute
...Learn from the Experts

Twitter

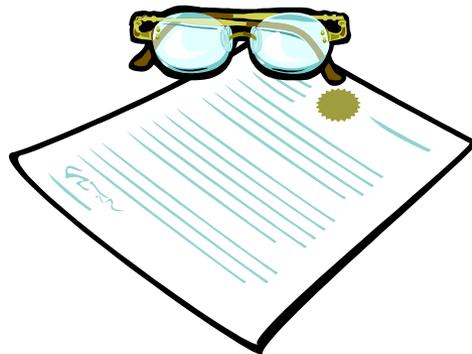
- 200 million users
- Library of Congress *did you know*
 - *will be acquiring and permanently storing the entire archive of public twitter posts since 2006*



twitter

IMPORTANCE OF POLICIES

- *"Twoosh"* is a word invented to describe Twitter messages that contain exactly 140 characters.
- **Our Twitter policy:** *(in 140 characters)*
Be professional, kind, discreet, authentic. Represent us well. Remember that you can't control it once you hit "update."



HR Statistics

- **75% of U.S. recruiters are required by their companies to do online research of candidates**
- **70% of U.S. recruiters report they have rejected candidates because of information found online**





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Our Process



Step 1: Choose Your Plan. If you wish to use one of our already established companies, once you subscribe, you will be directed to our company directory with over **100 virtual firms listed to choose from** and new companies are added every week!

Our Commitment



We will act as your very own human resource department and supervisor

Need Landlord References?

Fake Your Job

Fake job references & fake landlord references

Toll free 1.888.908.8289

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Allow us the pleasure in getting you that dream job



How Bad Do You Want That Job?



Unemployed? Fired? Laid off? Went on a hiatus? In today's world, employers want to see a steady work history. We've got you covered. [Find out more »](#)

Need An Apartment?



Moving without a job? Previous landlord won't provide a positive reference? A job & landlord reference is all you'll need to move in! [Find out more »](#)

Limited Professional Experience?



You know you can do the job but don't have professional experience to back it up? We'll vouch for anything that's on your resume. [Find out more »](#)

Fake Your Job Fake job references & fake landlord references

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Frequently Asked Questions

Below are a list of frequently asked questions. Should you have further questions unanswered in this FAQ, feel free to [contact us](#). You may [contact us](#) via our [contact page](#), or pick up the phone and call.

Is what you are doing legal?

In short, yes. Although people may find this type of act to be unethical, it is legal as long as you are not trying to defraud or fabricate yourself to your local, state, or federal government.

Can I go to jail or get arrested for this?

If you're doing this for employment or for renting a place to live, no. However, if you are trying to deceive any government agency, you very well can get fined and thrown in jail. This is why we only offer this service for personal endurance. Any place that is not government run is eligible.

Can I get a mortgage with this service?

We will not provide employment references or help in any way to get you a home. That is illegal.

How real does my "previous employment" look when you're all done?

When we get done with your project, you will have a very professional website, and business contact that no one will be able to tell apart. Don't worry.

How long does it take once we get started?

Typically, the process takes about 3-5 business days depending on which [package](#) you choose and how involved we get.

Should I get a toll free number or a local number?





Disguise your Caller ID

Display a different number to protect yourself or pull a prank on a friend. It's easy to use and works on any phone!

Get Spoofing! They'll never know it was you.

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What is truth?



Finished files are the result of years of scientific study combined with the experience of many years of experts.





Finished files are the result of years of scientific study combined with the experience of many years of experts.

Is your perception Sometimes your truth?

- *Sometimes we have to take another look at what we think we know*



Any Questions, Comments, Concerns or Complaints

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